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MEMORANDUM FOR: The Director

FROM : Robert R. Bowie
Director, NFAC

SUBJECT : The NITC and the Current Intelligence Function

REFERENCE : Your note of 9 October and Attachments

1. Your note suggests the possibility of combining the current intelligence function with the function of collection tasking. The note had three attachments; a brief history of the former Office of Current Intelligence, a prospectus for a study on the pro and con of establishing a National Center for Current Intelligence (NCCI), and an article from the Foreign Service Journal.

2. My point of departure, in considering your suggestion, was to find out what happened to the prospectus. The CIA Center for the Study of Intelligence issued an Intelligence Monograph on Integrated Community Production of National Current Intelligence -- the Pros and Cons. The monograph has a useful, despite some changes in circumstances, and contemporary discussion of the issues. The conclusion is that a NCCI offers some theoretical advantages that are not likely to be achieved in practice and the resource costs of the experiment (especially people) would be quite high. You might wish to read pages 29-32 for a flavor of the discussion.

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3. The discussion in the monograph leads to essentially the same conclusion I arrive at independently even though my reasons and points of emphasis differ somewhat from the monograph.

4. My starting point is the considered conclusion that the current intelligence function is simply a quite different type of function from collection tasking. There is no question that all analytic elements of the Community must interact continuously with the tasking and collection elements. But current intelligence is an analytic function and must be nurtured in an analytic environment. The production of finished intelligence is a continuum ranging from crisis reporting through the near-term to the long-range research projects. The differences among the divisions we might wish to mark on this continuum shade ever so slightly from one division to another and we would have to introduce artificial constructs were we to sever current intelligence from the rest. To look at the problem in a different way, we must organize our intelligence world to best serve the policy world and the policy community needs current intelligence that is based on an integrated analytical concept rather than a concept of dissemination of raw information.

5. One implication of the suggestion to mix the current intelligence function with the collection tasking function is that this would put tasking and dissemination of responses in the same organization and that this perhaps would provide faster dissemination. There is nothing in my own experience, or that of my staff, to suggest this would be the case. Furthermore, it would appear to be the responsibility

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of each collector to disseminate the results of his own efforts, not the responsibility of the NITC. Granted that the NITC has been given a responsibility to evaluate the dissemination of the collection effort but at no time did I ever understand that the NITC was to make such dissemination. The latter case would seem to be tailor-made inefficiency.

6. The monograph also highlights the necessity for really good people to be involved in the current intelligence process. I can assure you that there is no pool of unemployed, qualified people from which to draw the analysts required to staff a current intelligence operation separate from the NFAC. It is my belief that we can achieve numerical efficiencies by performing all our national analytical functions under one organizational umbrella.

7. In conclusion, let me reiterate my judgment that current intelligence is one part of the total analytical effort involved in producing national intelligence. The collection tasking function appears to be an incompatible partner for current intelligence. I am prepared to discuss this further if you wish.

Robert R. Bowie

Attachment:

Intelligence Monograph

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2. My point of departure in considering your suggestion was to find out what happened to the prospectus. The CIA Center for the Study of Intelligence ^{did issue} ~~issued~~ an Intelligence Monograph on Integrated Community Production of National Current Intelligence -- the Pros and Cons. ^{last January (see attachment)} The monograph has a useful, ^{and} despite some changes in circumstances, ^a and contemporary discussion of the issues. The conclusion is that a NCCI offers some theoretical advantages that are not likely to be achieved in practice and the resource costs of the experiment (especially people) would be quite high. You might wish to read pages 29-32 for a flavor of the discussion.

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and we must devise procedures that is based on an integrated analytical concept rather than a concept to move smoothly from our normal mode to crisis environment. We should not of dissemination of raw information divide the substantive or analytical responsibility in any way. Our job in NFAC is to look at the same issues, for the same customers, using

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could discard this in interests of brevity.

to some kind of intelligence information; it would cause it to be more analyzed at each step.

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7. In conclusion, let me reiterate my judgment that current intelligence is one part of the total analytical effort involved in producing national intelligence. *I believe the NFAC is a sound organization that can most*
~~The collection tasking function~~
~~when the NITC is established we will have the same on the collection side.~~
~~appears to be an incompatible partner for current intelligence. I am~~
~~the important thing is to link them together properly and both Frank and~~
~~prepared to discuss this further if you wish.~~
I understand this.

Robert R. Bowie

Attachment:

Intelligence Monograph

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